

A STUDY ON EMPLOYEE'S PERCEPTION TOWARDS WOMEN LEADERSHIP EFFECTIVENESS

USHA DAVEI D/O KANAGOBAL

**UNIVERSITY UTARA MALAYSIA
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A STUDY ON EMPLOYEE'S PERCEPTION TOWARDS WOMEN LEADERSHIP EFFECTIVENESS

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in partial fulfillment of the requirements for the degree
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University Utara Malaysia

By:

USHA DAVEI D/O KANAGOBAL

DECLARATION OF THESIS

I declare that this thesis has not been accepted for any degree and is not concurrently submitted in candidature of any other degree.

I hereby declare that any valuable contributions and all resources have been used as an acknowledgement to this thesis research.

USHA DAVEI D/O KANAGOBAL

89711

College of Business

University Utara Malaysia

06010 Sintok

Kedah Darul Aman

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ABSTRACT

This study examined the employee's perception towards women leadership effectiveness. Data was gathered through distributed questionnaires answered by 60 respondents from SOCSO staffs in Penang branch. Data was analyzed using the Statistical Package for Social Sciences (SPSS v.16) where descriptive analysis was used to analyze the demographic variable. T-test and ANOVA analysis was used to find the difference of perception towards women leadership effectiveness. Besides that, Pearson Correlation analysis was used to analyze the relationship between women leader behavioral factors (communication skills, usage of power, decision making skills and personal character) and women leadership effectiveness. Findings of the study revealed that there is no difference between demography factors (gender, age, educational level and length of service) towards women leadership effectiveness. The findings also show that there is a significant relationship between women leaders behavioral and women leadership effectiveness.

ABSTRAK

Tujuan kajian ini adalah untuk mengkaji tahap persepsi pekerja terhadap keberkesanan kepimpinan wanita. Data kajian telah diperolehi melalui borang kaji selidik yang telah diisi oleh 60 orang pekerja PERKESO cawangan Pulau Pinang. Data yang diperolehi telah dianalisa menggunakan Pakej Statistik Sains Sosial (SPSS v 16) dimana analisis diskriptif telah digunakan untuk menganalisis maklumat peribadi responden. Analisis T-test dan ANOVA telah digunakan untuk menganalisis perbezaan tahap persepsi diantara factor demografi dan tahap keberkesanan kepimpinan wanita. Manakala analisis Korelasi Pearson digunakan untuk analisis tahap hubungan signifikan antara sifat pemimpin wanita dengan tahap keberkesanan kepimpinan wanita. Hasil kajian menunjukkan tiada perbezaan tahap persepsi faktor demografi (jantina, umur, tahap pendidikan dan pengalaman bekerja) terhadap tahap keberkesanan kepimpinan wanita. Selain itu, hasil kajian juga menunjukkan terdapat hubungan signifikan di antara sifat pemimpin wanita dengan tahap keberkesanan kepimpinan wanita.

DEDICATIONS

To my wonderful mother, Munuchy d/o Muniandy, my beloved future husband, Muneesvaran s/o Govindasamy and my other family member,

**thank you for kind support and cooperation
to understood my commitment
and always be my source
of inspiration.**

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College of Business

University Utara Malaysia

TABLE OF CONTENTS

CHAPTER	TITLE	PAGE
	Declaration	i
	Permission to Use	ii
	Abstract	iii
	Abstrak	iv
	Dedications	v
	Acknowledgement	vi
	Table of Contents	vii
	List of Tables	x
	List of Figures	xii
ONE	INTRODUCTION	
	Introduction	1
	Background of the Study	3
	Problem Statement	7
	Research Question	9
	Research Objective	10
	Contribution of the Research Work	10
	Conceptual Definition	11
	Thesis Outline	13
	Conclusion	15

TWO	LITERATURE REVIEW	
	Introduction	16
	Overview of Related Theories	16
	Review of Relevance Literature	19
	Theoretical Framework	32
	Research Hypothesis	33
	Conclusion	34
THREE	RESEARCH DESIGN AND METHODOLOGY	
	Introduction	35
	Research Design	35
	Questionnaire Design	38
	Measurement Tool	39
	Data Collection and Administration	44
	Reliability Test	45
	Analysis Technique	46
	Conclusion	48
FOUR	FINDINGS	
	Introduction	49
	Demography Factor of Respondent	49
	Perception Level Analysis	53

	Descriptive Analysis	54
	Hypothesis Test	55
	Finding Summary	62
	Conclusion	63
FIVE	DISCUSSION, RECOMMENDATION AND CONCLUSION	
	Introduction	64
	Research Overview	64
	Discussion on Findings	65
	Summary of Findings	69
	Limitation of Research	69
	Recommendation for Organization	70
	Recommendation for future Research	72
	Conclusion	73
REFERENCES		74 - 80
APPENDIXES		81 - 97

LIST OF TABLES

Tables	List	Page
3.1	The detail of research population	37
3.2	Questionnaire design	38
3.3	Demography Items	40
3.4	Item for leadership effectiveness	41
3.5	Item for leader behavior	42
3.6	Reliability test result	45
3.7	Data analysis	47
4.1	Gender frequency distribution analysis	49
4.2	Age frequency distribution analysis	50
4.3	Educational level frequency distribution analysis	51
4.4	Length of service frequency distribution analysis	52
4.5	Respondent level of perception frequency distribution analysis	53
4.6	Descriptive analysis for dependent variable	54
4.7	Descriptive analysis for independent variable	54
4.8	The correlation between women leader communication skills and women leadership effectiveness	55

4.9	The correlation between women leader usage of power and women leadership effectiveness	56
4.10	The correlation between women leader decision making skills and women leadership effectiveness	57
4.11	The correlation between women leader personal character and women leadership effectiveness	57
4.12	T-test for the difference between male and female respondent toward women leadership effectiveness	58
4.13	ANOVA for the difference in respondents age group perception toward women leadership effectiveness	59
4.14	ANOVA for the difference in respondents educational level perception toward women leadership effectiveness	60
4.15	ANOVA for the difference in respondents length of service group perception toward women leadership effectiveness	61
4.16	Summary of finding	62

LIST OF FIGURES

Figures	List	Page
1.1	Outline of the thesis	13
2.1	A model of perception	20
2.2	Model for behavioral of an excellence leader	22
2.3	Personal Influence Model	28
2.4	The Theoretical Framework	33

CHAPTER 1

INTRODUCTION

1.1 Introduction

The first twenty-first century brings new challenges to organizations functioning which requiring re-thinking by human resource specialists and organizations behavior theorists (Jogulu & Wood, 2008). Therefore one most significant change has been identified is diversification of the workplace. There are more women in management and senior leadership role in organizations (Davidson & Burke, 2004; Eagly & Carli, 2003; Kanter, 1997) than previously.

According to Jogulu & Wood (2008) many women in management careers are equally or better qualified in term of educational attainments than their male colleagues. Manjulika, Ashok & Rajindar (1998) found that Malaysian presents different attitudes towards women managers because it is a society undergoing rapid changes from its strong traditional religious and cultural norms to modern values about women.

In world scenarios in 2007 there are 1.9 billion male staffs active in the economic compared to 1.3 billion of women staffs (Department of Statistics, Malaysia 2007). Population in Malaysia has increased from 26.5

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